



AMERICAS-GROUP OF WORKABILITY INTERNATIONAL

The trade association for Affirmative Enterprises throughout the Americas that create job opportunities for persons with disabilities & disadvantages

www.Americas-Group.org

Statement of Americas-Group
January 13, 2006

Regarding: **41 CFR Parts 51-2, 51-3, and 51-4**

“Nonprofit Agency Governance and Executive Compensation”

Proposed rule promulgated by
Committee For Purchase From People Who Are Blind Or Severely Disabled

Americas-Group (AG) is a trade association representing more than thirty (30) not-for-profit (NFP) organizations throughout the Americas that are mission-driven to create job opportunities for persons who face barriers to employment as a result of being disabled and/or disadvantaged. In addition to NISH being a Member of AG, many of our other Members in the United States are JWOD producers, including some of the largest in the country. Currently AG's sole source of funding is annual dues paid by our Members.¹

On behalf of our Membership, we appreciate the chance to comment on the proposed rule promulgated by the Committee for Purpose from People Who Are Blind or Severely Disabled regarding the governance and executive compensation for JWOD producers.

We first assert that AG and its Members strongly believe that it is vital for our Members – as well as *all* other NFP's – to uphold the highest standards of stewardship and transparent accountability for the funds they manage. In this regard, we are cognizant of the fact that when individual States grant a not-for-profit charter, the organizational grantee must take into account in everything it does that its “shareholders” are the taxpayers of its chartering State. As such, our Members recognize that they owe a duty of fiscal and programmatic accountability to the State that chartered them, the persons with disabilities and disadvantages they serve, their customers and contributors, as well as their own employees.

For these reasons, while AG strives to promulgate best practices in regards – among other things – to governance as well as executive compensation, we

¹ A current AG Membership list is attached as Exhibit A.

c/o OPPORTUNITY, INC.

1200 OLD SKOKIE ROAD • HIGHLAND PARK, ILLINOIS 60035-3028

Toll free 888-633-7225, EXT 36 • FAX 847-831-9418

E-mail: LarryWRosser@aol.com

respectfully take issue with some provisions of this proposed rule. Specifically, we wish to accept the Committee's invitation to propose alternatives to the following sections of the proposed rule.

Proposed changes regarding nonprofit governance:

(3) The board should have no fewer than five unrelated directors. Seven or more directors are preferable. The board chairperson should not also be serving as the nonprofit agency's CEO/President.

COMMENT: While AG believes that it is legitimate and useful to require that NFP's have so-called "unrelated directors" we believe that it is not in the best interest of JWOD producers to require a certain number of directors. Varying circumstances across the country make the requirement for firm numbers of a particular type of director unrealistic and virtually unenforceable. AG would support having a percentage of directors be qualified as "unrelated" for purposes of this rule.

(4) The organization's bylaws should set forth term limits for the service of board members.

COMMENT: While AG supports the idea of having three or four classes of directors – in other words, all directors are elected to serve a specific number of years depending on the class to which they are elected – we believe that directors should be eligible to serve additional terms if they are properly nominated and elected to do so at the conclusion of their service. Once again, imposing strict term limits across the board will not serve the interest of encouraging smaller and/or rural NFP's to participate in the JWOD program since they may be limited by their geographic location in terms of the number of qualified individuals who are able and willing to serve.

Proposes changes regarding the effect of executive compensation on Fair Market Price determinations:

(1) What is the threshold beyond which the compensation paid to the executives in a JWOD participating nonprofit agency should be considered as influencing a proposed fair market price determination?

COMMENT: AG believes that it is not appropriate – nor possible – to make a firm and fast rule that would cover this point. In some cases, without the involvement of highly compensated individuals, an NFP might not be able to develop and/or maintain the expertise to perform certain JWOD contracts. Primary responsibility for determining the appropriateness of executive compensation must rest with the board of directors, not with those responsible for administering the JWOD program. While it may be appropriate for each NISH Region, for example, to take account of an agency's total salary program when vetting the agency for new JWOD contracts, the

presence of highly compensated individuals in the NFP should not, in and of itself, be the sole reason for eliminating an agency from consideration for a contract.

Fair Market Price is a function of many things, not the least of which is the agency's ability to be competitive with its fellow JWOD producers. Agencies that compensate executives in excess of what some may consider "reasonable" cannot blithely pass along that additional overhead burden to the Federal customer through the JWOD program since other JWOD producers are likely to undercut the offending agency's Fair Market Price.

(5) To what extent should there be a relationship between the pay and compensation of line workers and highly compensated individuals?

COMMENT: While this is a legitimate concern, AG Members believe the ultimate responsibility for determining whether or not the compensation ratios between executives and line employees are correct must lie with the boards of directors of individual agencies. This is because there is not one formula or ratio that can fit every circumstance, especially when NFP's must compete with for-profit companies for the services of experienced business managers willing to work in the NFP sector.

(7) What approaches are available to identify and monitor nonprofit agencies executive compensation that would provide such information to the Committee routinely but without placing an undue burden on agencies?

COMMENT: Every State requires NFP's to report annually to a constitutionally elected or appointed officer of the State – often the attorney general – regarding a range of issues including largest donors, highest compensated individuals, etc. This information is publicly available – often it is posted on the internet – and can provide the Committee immediate access to monitor this issue without placing any additional reporting burden on the NFP agency.

* * * * *

In summary, AG believes that it would not be prudent nor helpful to the JWOD program for a proposed rule to be promulgated that would seek to homogenize things such as the precise number of "unrelated directors" or specific formulas to determine what constitutes "excessive" executive compensation. These are matters best left to the boards of directors of individual agencies who can face civil and/or criminal penalties for abrogation of their responsibilities under their respective State statutes.

Finally, if the Committee wishes to gather more information to develop profiles of how individual agencies compare with regard to such matters as executive compensation, there already exist sufficient publicly available data that is collected

by individual States to allow the Committee to do so without requiring any additional reporting by individual NFP's.

We appreciate having been offered the chance to submit this written statement in behalf of our Members, and we will be glad to respond to any written questions that the Committee or other interested parties may wish to pose regarding our statement.



LAWRENCE W. ROSSER, PRESIDENT
AMERCIAS-GROUP OF WORKABILITYINTERNATIONAL
c/o Opportunity, Inc.
1200 Old Skokie Road
Highland Park, Illinois 60035
(M) 847-370-9400
(O) 847-831-9400, Ext. 36
(F) 847-831-9418
www.Americas-Group.org
www.Workability-International.org

EXHIBIT A**Americas - Group**
[Email Page](#) [Print Version](#) [Bookmark](#)
A Trade Association of Mission-Driven Companies in the Americas Providing Career Employment for Persons With Disabilities and/or Disadvantages
[Home](#) [Member Section](#) [Member Directory](#) [News and Events](#) [Become A Member](#) [Contact Us](#) [Español](#)
Americas-Group Membership Directory

Member	Address	Phone	Fax
ABILITIES UNLIMITED	P.O. Box 1207 Jonesboro, AR 72403 Website: http://www.abilitiesunlimitedjonesboro.com Contact: Phil Taylor - ptaylor@aui.org	870-932-1551	870-932-1612
ASPEN DIVERSIFIED INDUSTRIES	2440 S. Hancock Expressway Colorado Springs, CO 80910 Website: http://www.aspendiversifiedindustries.com Contact: Ken Barela - kennyb@ppmhc.org	719-391-2550	719-391-7523
CAREERS INDUSTRIES	3502 Douglas Avenue Racine, WI 53402 Website: http://www.careersindustries.com Contact: Jim Ryan - jfr6885@genevaonline.com	262-752-4100	262-752-4106
GOODWILL INDUSTRIES INTERNATIONAL, INC.	15810 Indianola Drive Rockville, MD 20855 Website: Contact: Meg McConnell - Meg.McConnell@goodwill.org	301-530-6500	301-530-1516
GOODWILL INDUSTRIES – MANASOTA	8490 N. Lockwood Ridge Rd Sarasota, FL 34243 Website: http://www.goodwillindustries.org Contact: Don Roberts - donr@gimi.org	941-953-3303	941-358-5171
GOODWILL INDUSTRIES OF CENTRAL INDIANA	1635 West Michigan St Indianapolis, IN 46222 Website: Contact: Jim McClelland - Kmillier@goodwill-indy.org	317-524-4313	317-524-4336

AMERICAS-GROUP

c/o OPPORTUNITY, INC.

1200 OLD SKOKIE ROAD • HIGHLAND PARK, ILLINOIS 60035-3028

Toll free 888-633-7225, EXT 36 • FAX 847-831-9418

E-mail: LarryWRosser@aol.com

GOODWILL INDUSTRIES OF CENTRAL TEXAS	300 N. Lamar Blvd. Austin, TX 78703 Website: http://www.austingoodwill.org Contact: Jerry Davis - jerry.davis@austingoodwill.org	512-637-7157	512-637-7400
GOODWILL INDUSTRIES OF GREATER DETROIT	3111 Grand River Ave. Detroit, Michigan 48208 Website: http://www.goodwilldetroit.org Contact: Deloris W. Caldwell – dcaldwell@goodwilldetroit.org	313-964-3900	313-964-3991
GOODWILL INDUSTRIES OF GREATER NEW YORK AND NORTHERN NEW JERSEY	4-21 27th Avenue Astoria, NY 11102 Website: Contact: Rex Davidson - rdavidson@goodwillny.org	718-728-5400	718-728-9023
GOODWILL INDUSTRIES OF MIDDLE GEORGIA	5171 Eisenhower Pkwy Macon, GA 31206 Website: http://www.goodwillworks.org Contact: Jim Stiff - jstiff@goodwillworks.org	478-475-9995	478-471-4891
GOODWILL INDUSTRIES OF SOUTHERN PIEDMONT	P.O. Box 668768 Charlotte, NC 28266 Website: Contact: Michael Elder - elder@goodwillsp.org	704-372-3434	704-372-3228
GOODWILL INDUSTRIES OF UPPER SOUTH CAROLINA	100 Industrial Drive Greenville, SC 29607 Website: Contact: Bill Wylie - bwylie@goodwillsc.org	864-467-3200	864-467-3276
GULF COAST ENTERPRISES	2001 North E Street Pensacola, FL 32501-1922 Website: http://www.gulfcoastenterprises.org Contact: Richard Gilmartin - rgilmart@bhcpns.org	850-595-1330	850-595-1340
HAYWOOD VOCATIONAL OPPORTUNITIES	P.O. Box 7 Hazelwood, NC 28738	828-456-4455	828-456-8639

Website: <http://www.hvoinc.com>

Contact: George Marshall - gmarshall@hvoinc.com

HERKIMER INDUSTRIES
866-8339

PO Box 271 315-866-2920 315-

350 S Washington Avenue
Herkimer, NY 13350
Website: www.herkimerarc.org
Contact Kevin Crosley – kcrosley@herkimerarc.org

HUMAN TECHNOLOGIES

2260 Dwyer Avenue 315-724-9891 315-724-
Utica, NY 13501 9896

Website: <http://www.htcorp.net>

Contact: David LaValla - davidl@htcorp.net

INDUSTRIES GOODWILL RENAISSANCE
MONTREAL

7250 Boulevard St-Laurent 514.276.2684 514.276.926
Montreal, Quebec H2R2X9, 3
CAN

Website:

Contact: Pierre Legault - plegault@renaissancequebec.ca

INSTITUTO PARADIGMA

Fone/Fax: +55 (11) 5049-0075
Av. Vereador José Diniz, 3300 - 15º andar
Campo Belo - 04604-006
Website: www.institutoparadigma.org.br
Contact: Roberto Ziegert - roberto@iparadigma.org.br

JMMC SERVICES

4057 West Road 607-756-9913 607-753-
Cortland, NY 13045-0589 6954

Website: <http://www.jmmurray.com>

Contact: Dick Benchley - dickb@jmmurray.com

JOB OPTIONS, INC

3465 Camino del Rio South, 619-688-1784 619-688-
Suite 300 1968
San Diego, CA 92108

Website: <http://www.joboptionsinc.org>

Contact: Jeff Johnson - jjohnson@joboptionsinc.org

NISH

8401 Old Courthouse Rd, 571-226-4555 703-849-
Suite 220 8916
Vienna, VA 22182

Website: <http://www.nish.org>

AMERICAS-GROUP

c/o OPPORTUNITY, INC.

1200 OLD SKOKIE ROAD • HIGHLAND PARK, ILLINOIS 60035-3028

Toll free 888-633-7225, EXT 36 • FAX 847-831-9418

E-mail: LarryWRosser@aol.com

Contact: Robert Chamberlin - bchamberlin@nish.org

NYSID

155 Washington Ave, Suite 400
Albany, NY 12210
Website: <http://www.nysid.org>
Contact: Larry Barker - lbarker@nysid.org

OPPORTUNITY DEVELOPMENT CENTERS, INC.

1191 Huntington Avenue
Wisconsin Rapids, WI 54494
Website: <http://www.odcinc.com>
Contact: Pam Ross - pross@odcinc.com

OPPORTUNITY, INC.

1200 Old Skokie Road
Highland Park, IL 60035
Website: <http://www.opportunityinc.org>
Contact: Larry Rosser - LarryWRosser@aol.com

PROGRESS INDUSTRIES / L.C.I.

14 Arnold Avenue
Utica, NY 13502
Website: <http://www.thearcolc.org>
Contact: Jim Coffin - jcoffin@thearcolc.org

ROCHESTER REHAB CENTER

1000 Elmwood Avenue
Rochester, NY 14620
Website: <http://www.rochesterrehab.org>
Contact: Tom Gibbons - t_gibbons@rochesterrehab.org

SERVE ENTERPRISES

1805 5th Avenue
Union Grove, WI 53182
Website: <http://www.serveonline.org>
Contact: Kate Schriemer - kschriemer@serveonline.org

SERVICESTOURCE

6295 Edsall Rd., Suite 175
Alexandria, VA 22312
Website:
Contact: Mark Hall - mhall@ourpeoplework.org

SHELBY COUNTY COMMUNITY SERVICES	1810 W.S. Third St. Shelbyville, IL 62565 Website: Contact: Dick Gloede - dgloede@consolidated.net	217-774-5587	217-774-5202
VALLEY SERVICES, INC.	3685 West 6200 South Salt Lake City, UT 84118 Website: http://www.valley-services.org Contact: Jon Gilbert - jong@vmh.com	801-965-8145	801-965-8218
WESTARK DIVERSIFIED	P.O. Box 11495 Fort Smith, AR 72917-1495 Website: http://www.bost.org Contact: Kent Jones - Kjones@bost.org	479-478-5551	479-452-3847

© 2004 Americas-Group. All Rights Reserved. [Terms of Use](#) [Español](#)



AMERICAS-GROUP OF WORKABILITY INTERNATIONAL

The trade association for Affirmative Enterprises throughout the Americas that create job opportunities for persons with disabilities & disadvantages

www.Americas-Group.org

Statement on behalf of Americas-Group

Opposition to Limiting or Eliminating Subminimum Wages

January 30, 2006²

Proposed rule promulgated by
Committee For Purchase From People Who Are Blind Or Severely Disabled

² This Statement prepared in response to questions/comments about Subminimum Wages raised at three hearings sponsored by Committee for Purchase from People Who Are Blind or Severely Disabled held on January 12, 19, and 26, 2006. The hearings were intended to receive comments on a Proposed Rule regarding "Nonprofit Agency Governance and Executive Compensation" (41 CFR Parts 51-2, 51-3, and 51-4).

AMERICAS-GROUP
c/o OPPORTUNITY, INC.
1200 OLD SKOKIE ROAD • HIGHLAND PARK, ILLINOIS 60035-3028
Toll free 888-633-7225, EXT 36 • FAX 847-831-9418
E-mail: LarryWRosser@aol.com

Americas-Group (AG) is a trade association representing more than thirty (30) not-for-profit (NFP) organizations throughout the Americas that are mission-driven to create job opportunities for persons who face barriers to employment as a result of being disabled and/or disadvantaged. In addition to NISH being a Member of AG, many of our other Members in the United States are JWOD producers, including some of the largest in the country. Currently, AG's sole source of funding is annual dues paid by our Members.³

On behalf of our Membership, we appreciate the chance to comment on the issue of limiting or eliminating Subminimum Wages that came up during recent hearings sponsored by the Committee for Purchase from People Who Are Blind or Severely Disabled.

According to “**Fact Sheet #39: The Employment of Workers with Disabilities at Special Minimum Wages**” posted on the US Department of Labor (DOL) website,⁴ paying workers less than the Federal minimum wage is permissible under the following circumstances:

Section 14(c) of the FLSA [Fair Labor Standards Act of 1938, as Amended] authorizes employers, after receiving a certificate from the Wage and Hour Division, to pay special minimum wages - wages less than the Federal minimum wage - to workers who have disabilities for the work being performed. The certificate also allows the payment of wages that are less than the prevailing wage to workers who have disabilities for the work being performed on contracts subject to the McNamara-O'Hara Service Contract Act (SCA) and the Walsh-Healey Public Contracts Act (PCA).

A worker who has disabilities for the job being performed is one whose earning or productive capacity is impaired by a physical or mental disability, including those relating to age or injury. Disabilities which may affect productive capacity include blindness, mental illness, mental retardation, cerebral palsy, alcoholism and drug addiction. . .

Section 14(c) does not apply unless the disability actually impairs the worker's earning or productive capacity *for the work being performed*. The fact that a worker may have a disability is not in and of itself sufficient to warrant the payment of a special minimum wage.

The DOL website also clearly states that, “*Employment at less than the minimum wage is designed to prevent the loss of employment opportunities for these individuals [emphasis added].*” This statement constitutes the primary basis for AG's opposition to limiting or eliminating Subminimum Wages.

³ A current AG Membership list is attached as Exhibit A.

⁴ <http://www.dol.gov/esa/regs/compliance/whd/whdfs39.htm>

AG Members support the general proposition that persons with disabilities – including persons with the most severe disabilities – should have the opportunity to earn as much as possible when they work. We also support, however, the proposition that all persons with disabilities increase their chances of developing to their greatest potential through work. If in the interest of trying to help persons with severe disabilities earn more income, public policy actually makes these persons less employable, this well intentioned move may actually reduce their earned income from something below Minimum Wage to zero.

We summarize our concerns about any proposals to limit or eliminate Subminimum or “Commensurate” Wages below::

1. Without being able to utilize Subminimum Wages based solely on individual productivity, the already high unemployment rate for those with the most severe disabilities will rise dramatically. While some of AG’s members have transitioned from paying Subminimum Wages to paying at least the Federal Minimum Wage when economic conditions allow, many of our not-for-profit (NFP) Members still face the choice of continuing to use Subminimum Wages to compensate those with severe disabilities or having to hire only more productive workers who are *not* severely disabled.

If restrictions are enacted on the use of Subminimum Wages, some AG Members will be forced – for economic reasons – to hire, for example, only higher functioning persons with disabilities who can produce closer to 100% of Industrial Standard rather than lower functioning persons who may work at only 12% to 15% of the Standard. One unintended consequence, therefore, of this well intended change would be to increase unemployment for the most severely disabled.

2. No evidence has been presented that the practice of using Subminimum Wages is being abused. The combination of unannounced DOL audits, coupled with stiff penalties imposed by DOL when violations are alleged, has served as an excellent deterrent to those who would abuse the use of Subminimum Wages. *To some extent, therefore, we may be trying to fix a “problem” that does not exist.*

3. Persons with severe disabilities already have the choice *not* to work for employers who pay Subminimum Wages. These persons are free to offer their talents to employers on the open labor market. Unfortunately, however, economic conditions today – especially outsourcing to cheaper labor markets offshore – make their chances of being hired and retained by for-profit employers who must compete in a global market virtually nil.

Contrary to good intentions of those advocating placing restrictions or eliminating Subminimum Wages, therefore, these proposals will actually *reduce* choice by eliminating many persons with severe disabilities from being able to participate at all in their local labor markets.

4. Labor markets vary widely across the country. The challenge of creating employment opportunities for persons with severe disabilities – especially those whose productivity may be as low as 10% or 15% percent of Industrial Standard – varies widely throughout the country. Persons with severe disabilities who live in a Northeast or Midwestern industrial metropolitan area where there are a wider range of not-for-profit and for-profit employment opportunities may be less severely impacted by restricting the use of Subminimum Wages than the vast majority of persons with severe disabilities who live in rural areas or smaller cities. Experience with public policies that attempt to “help” persons with severe disabilities has too often shown that “one size fits all” solutions often impede opportunity.

5. Subminimum Wages can provide a chance for persons with severe disabilities to receive *vocational training* that they otherwise might not be able to access. Some AG Members pay persons with severe disabilities Commensurate Wages during the time they are trying out new or more challenging work. If our Members are limited in or prohibited from using Subminimum Wages, there will be a chilling effect on Members willingness and ability to let persons with severe disabilities try new jobs.

For all of the above reasons, therefore, AG wishes to go on record as opposing any changes to the use of Commensurate Wages that go beyond those already imposed by the FLSA. We will be happy to provide, though our President, Board of Directors, and/or individual Members, more detailed comments on this issue should the Committee wish to call for same. In the meantime, if there are questions about these comments, please feel free to contact Larry Rosser, President of Americas-Group, at either 847-370-9400 or LarryWRosser@aol.com.

Americas-Group

[Email Page](#) [Print Version](#) [Bookmark](#)

A Trade Association of Mission-Driven Companies in the Americas Providing Career Employment for Persons With Disabilities and/or Disadvantages

[Home](#) [Member Section](#) [Member Directory](#) [News and Events](#) [Become A Member](#) [Contact Us](#) [Español](#)

Americas-Group Membership Directory

Member	Address	Phone	Fax
ABILITIES UNLIMITED	P.O. Box 1207 Jonesboro, AR 72403 Website: http://www.abilitiesunlimitedjonesboro.com Contact: Phil Taylor - ptaylor@aui.org	870-932-1551	870-932-1612
ASPEN DIVERSIFIED INDUSTRIES	2440 S. Hancock Expressway Colorado Springs, CO 80910 Website: http://www.aspendiversifiedindustries.com Contact: Ken Barela - kennyb@ppmhc.org	719-391-2550	719-391-7523
CAREERS INDUSTRIES	3502 Douglas Avenue Racine, WI 53402 Website: http://www.careersindustries.com Contact: Jim Ryan - jfr6885@genevaonline.com	262-752-4100	262-752-4106
GOODWILL INDUSTRIES INTERNATIONAL, INC.	15810 Indianola Drive Rockville, MD 20855 Website: Contact: Meg McConnell - Meg.McConnell@goodwill.org	301-530-6500	301-530-1516
GOODWILL INDUSTRIES – MANASOTA	8490 N. Lockwood Ridge Rd Sarasota, FL 34243 Website: http://www.goodwillindustries.org Contact: Don Roberts - donr@gimi.org	941-953-3303	941-358-5171
GOODWILL INDUSTRIES OF CENTRAL INDIANA	1635 West Michigan St Indianapolis, IN 46222 Website: Contact: Jim McClelland - Kmillier@goodwill-indy.org	317-524-4313	317-524-4336

AMERICAS-GROUP

c/o OPPORTUNITY, INC.

1200 OLD SKOKIE ROAD • HIGHLAND PARK, ILLINOIS 60035-3028

Toll free 888-633-7225, EXT 36 • FAX 847-831-9418

E-mail: LarryWRosser@aol.com

GOODWILL INDUSTRIES OF CENTRAL TEXAS	300 N. Lamar Blvd. Austin, TX 78703 Website: http://www.austingoodwill.org Contact: Jerry Davis - jerry.davis@austingoodwill.org	512-637-7157	512-637-7400
GOODWILL INDUSTRIES OF GREATER DETROIT	3111 Grand River Ave. Detroit, Michigan 48208 Website: http://www.goodwilldetroit.org Contact: Deloris W. Caldwell – dcaldwell@goodwilldetroit.org	313-964-3900	313-964-3991
GOODWILL INDUSTRIES OF GREATER NEW YORK AND NORTHERN NEW JERSEY	4-21 27th Avenue Astoria, NY 11102 Website: Contact: Rex Davidson - rdavidson@goodwillny.org	718-728-5400	718-728-9023
GOODWILL INDUSTRIES OF MIDDLE GEORGIA	5171 Eisenhower Pkwy Macon, GA 31206 Website: http://www.goodwillworks.org Contact: Jim Stiff - jstiff@goodwillworks.org	478-475-9995	478-471-4891
GOODWILL INDUSTRIES OF SOUTHERN PIEDMONT	P.O. Box 668768 Charlotte, NC 28266 Website: Contact: Michael Elder - elder@goodwillsp.org	704-372-3434	704-372-3228
GOODWILL INDUSTRIES OF UPPER SOUTH CAROLINA	100 Industrial Drive Greenville, SC 29607 Website: Contact: Bill Wylie - bwylie@goodwillsc.org	864-467-3200	864-467-3276
GULF COAST ENTERPRISES	2001 North E Street Pensacola, FL 32501-1922 Website: http://www.gulfcoastenterprises.org Contact: Richard Gilmartin - rgilmart@bhcpns.org	850-595-1330	850-595-1340
HAYWOOD VOCATIONAL OPPORTUNITIES	P.O. Box 7 Hazelwood, NC 28738 Website: http://www.hvoinc.com	828-456-4455	828-456-8639

Contact: George Marshall - gmarshall@hvoinc.com

HERKIMER INDUSTRIES

PO Box 271 315-866-2920 315-866-8339
 350 S Washington Avenue
 Herkimer, NY 13350
 Website: www.herkimerarc.org
 Contact Kevin Crosley – kcrosley@herkimerarc.org

HUMAN TECHNOLOGIES CORP

2260 Dwyer Avenue 315-724-9891 315-724-9896
 Utica, NY 13501
 Website: <http://www.htcorp.net>
 Contact: David LaValla - davidl@htcorp.net

**INDUSTRIES GOODWILL RENAISSANCE
MONTREAL**

7250 Boulevard St-Laurent 514.276.2684 514.276.9263
 Montreal, Quebec H2R2X9,
 CAN
 Website:
 Contact: Pierre Legault - plegault@renaissancequebec.ca

INSTITUTO PARADIGMA

Av. Vereador José Diniz, 3300 - 15º andar
 Campo Belo - 04604-006
 Website: www.institutoparadigma.org.br
 Contact: Roberto Ziegert – roberto@iparadigma.org.br
 Phone/Fax: +55 (11) 5049-0075

J. M. MURRAY CENTER, INC.

4057 West Road 607-756-9913 607-753-6954
 Cortland, NY 13045-0589
 Website: <http://www.jmmurray.com>
 Contact: Dick Benchley - dickb@jmmurray.com

JOB OPTIONS, INC

3465 Camino del Rio South, 619-688-1784 619-688-1968
 Suite 300
 San Diego, CA 92108
 Website: <http://www.joboptionsinc.org>
 Contact: Jeff Johnson - jjohnson@joboptionsinc.org

NISH

8401 Old Courthouse Rd, 571-226-4555 703-849-8916
 Suite 220
 Vienna, VA 22182
 Website: <http://www.nish.org>
 Contact: Robert Chamberlin - bchamberlin@nish.org

NYSID	155 Washington Ave, Suite 400 Albany, NY 12210 Website: http://www.nysid.org Contact: Larry Barker - lbarker@nysid.org	518-463-9706	518-455-0328
OPPORTUNITY DEVELOPMENT CENTERS, INC.	1191 Huntington Avenue Wisconsin Rapids, WI 54494 Website: http://www.odcinc.com Contact: Pam Ross - pross@odcinc.com	715-424-2750	715-421-1885
OPPORTUNITY, INC.	1200 Old Skokie Road Highland Park, IL 60035 Website: http://www.opportunityinc.org Contact: Larry Rosser - LarryWRosser@aol.com	888-MED-PACK	847-831-9418
PROGRESS INDUSTRIES / L.C.I.	14 Arnold Avenue Utica, NY 13502 Website: http://www.thearcolc.org Contact: Jim Coffin - jcoffin@thearcolc.org	315-272-1700	315-792-5274
ROCHESTER REHAB CENTER	1000 Elmwood Avenue Rochester, NY 14620 Website: http://www.rochesterrehab.org Contact: Tom Gibbons - t_gibbons@rochesterrehab.org	585-271-2520	585-295-8029
SERVE ENTERPRISES	1805 5th Avenue Union Grove, WI 53182 Website: http://www.serveonline.org Contact: Kate Schriemer - kschriemer@serveonline.org	262-878-5620 ext.405	262-878-5638
SERVICESOURCE	6295 Edsall Rd., Suite 175 Alexandria, VA 22312 Website: Contact: Mark Hall - mhall@ourpeoplework.org	703-461-6000	703-461-3906

SHELBY COUNTY COMMUNITY SERVICES

1810 W.S. Third St.
Shelbyville, IL 62565

217-774-5587

217-774-5202

Website:

Contact: Dick Gloede - dgloede@consolidated.net

VALLEY SERVICES, INC.

3685 West 6200 South
Salt Lake City, UT 84118

801-965-8145

801-965-8218

Website: <http://www.valley-services.org>

Contact: Jon Gilbert - jong@vmh.com

WESTARK DIVERSIFIED

P.O. Box 11495
Fort Smith, AR 72917-1495

479-478-5551

479-452-3847

Website: <http://www.bost.org>

Contact: Kent Jones - Kjones@bost.org